

# ***United States Air Force***

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***Integrity - Service - Excellence***

## **AF Community Partnership Initiative**

**Public-Public; Public-Private (P4) Partnerships**

**Kick-off Meeting / “Pre-planning”**



***“Leveraging military installation and local community capabilities and resources to reduce operating and service costs in support of the AF mission”***

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**Wright Patterson Air Force Base  
Dayton, Ohio**

**Maj. Beales, SAF/IEI  
January 15, 2014**



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# ***Shared Environment***

- Reduced budgets & fiscal challenges
- Manpower cuts; hiring freezes; realignments
- Force structure changes and defense industry reductions
- Innovative partnerships—sparked by new legislation
- Need to make “Every Dollar Count,” provide quality services, allocate risk, share value



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# ***Vision and Goals***

***AF and Local Community Leadership is key!***

**Bring AF leadership and resource support as  
Installation and Community leaders develop,  
prioritize and implement community partnership  
initiatives**

***Practice the “Art of the Possible”***

**Identify ways to get to “Yes” by identifying  
resource requirements:  
Time, Money, Manpower, Authority**

**People closest to the mission are generating ideas in the “best interests of the Air Force”**



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# ***AF Framework, Policy and Guidance***

- Under development, but learning by doing, how to support Installation and Community leaders with policy and guidance
  - Leverage new and existing authorities to identify potential partnership initiatives
  - Created a cross-functional Task Force of subject matter experts to address potential issues
  - Draft AF Policy Directive and AF Instruction in coordination
- Based upon a prototype AF process that empowers Installations and Community leaders by using a 7-step process
  - An analytical, methodical approach to achieve mutual understanding and create shared value
  - Foundation for enduring relationship to build partnership capacity

Set conditions to enable Installation and Community Leaders to see opportunities



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# ***AF Community Partnership Task Force***

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- A Cross-functional Air Force Community Partnership Task Force, chaired by SAF/IEI helps guide efforts to identify and reduce potential AF-wide operating/service costs, or reduce risks
- Members' expertise assists you through the process:
  - Installations
  - Energy
  - Contracting
  - Communications
  - Finance
  - Legal
  - Legislative Liaison
  - Reserve Affairs
  - Public Affairs
  - Services
  - Air Operations
  - Logistics
  - Security
  - National Guard
  - Health
  - Cost Efficiency
  - Small Business
  - Office of Economic Adjustment
  - Base Exchange
  - DoD Schools



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# ***Possible Stakeholders***

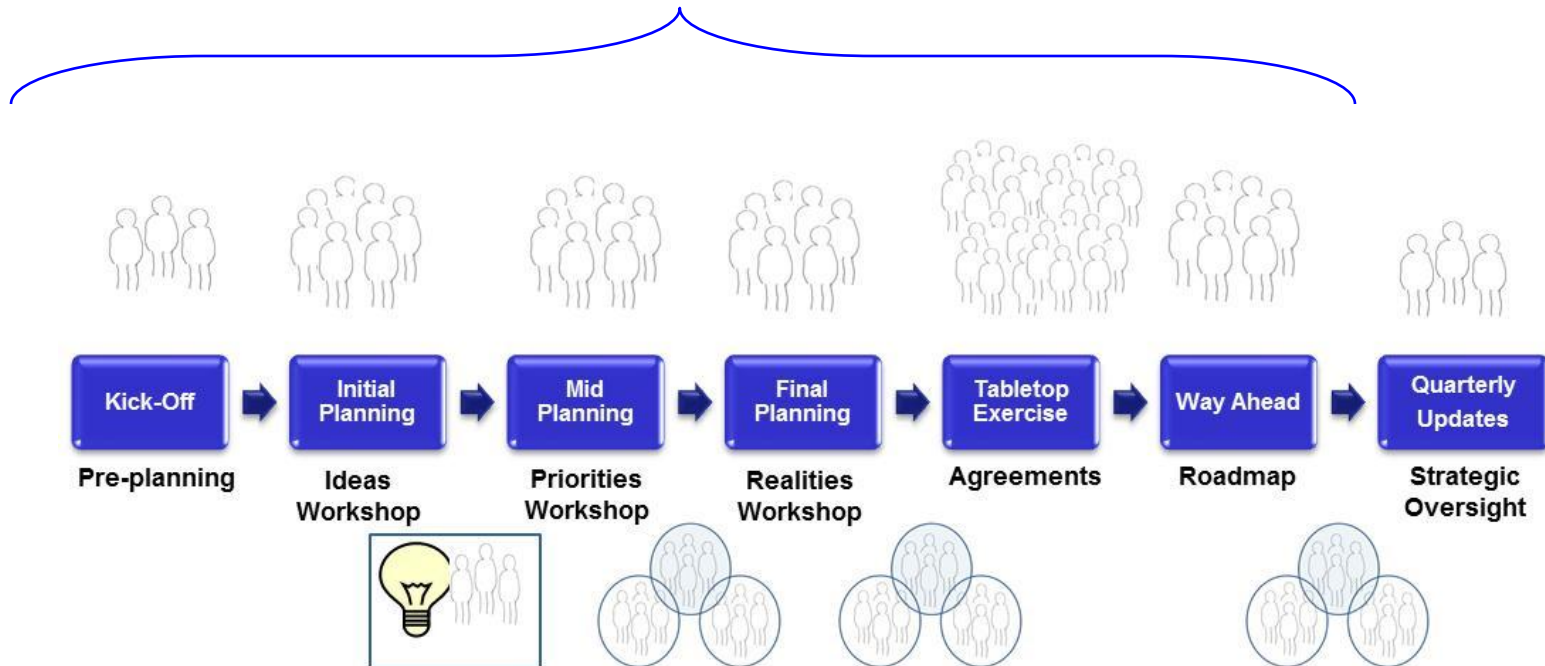
- **Local, State & Federal Governments (City Managers, Emergency Management, and Public Works)**
- **Regional Planning Organizations**
- **Key Tenant Organizations**
- **Economic Development Organizations**
- **Educators and University Organizations**
- **Non-Governmental Organizations**
- **Conservation Organizations**
- **Union Representatives**
- **Utility Companies**
- **Community Thought Leaders (e.g., Community Alliances, Chambers of Commerce)**
- **Non-Profits**
- **Private sector experts (as appropriate)**
- **Medical Institutions**



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# AF Community Partnership Process

- Typically a 7-step process (6-8 months) with quarterly follow-ups



- The AF Community Partnership process is adaptable
  - Identify focus areas, partners, required meetings
  - Identify priorities and resource requirements

# ***Next Step in the Process: Initial Planning Meeting***



<b>Event</b>	<b>Framework</b>	<b>Outcomes</b>
Initial Planning Meeting (IPM)/ Ideas Workshop	<ul style="list-style-type: none"> <li>• Core Group (8-12)</li> <li>• Half day meeting attended by Leadership Committee</li> <li>• Lay TTX development foundation</li> <li>• Share primary partners mission overview</li> <li>• Identify brainstorming teams and assign community partnership review</li> <li>• Brainstorm potential partnerships</li> </ul>	<ul style="list-style-type: none"> <li>• Commitment to the process</li> <li>• Shared understanding of partnership opportunities</li> <li>• Partners' organizational profile of needs and resources</li> </ul>
Post-IPM Brainstorming Team	<ul style="list-style-type: none"> <li>• Teleconference/meeting(s) for brainstorming teams</li> </ul>	<ul style="list-style-type: none"> <li>• Profile of initial opportunities</li> </ul>





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# *Authorities*

- There are many DoD and Federal agency legal authorities that an installation can utilize for a partnership agreement
- Lay out the initiative objectives first, then identify the tools to make it happen

This is not a solution looking for requirements; these are requirements looking for solutions



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# ***Initiatives Under Review***

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- Environmental mitigation
- Shared use firing ranges (O&M/MILCON avoidance)
- Cooperative police/fire training/support
- Streamlined dormitory mail delivery
- Cooperative medical training and initiatives
- Many AF services-provided Airmen support programs
  - Youth programs/library ops
  - Shared golf course/athletic field operations
  - Community educational center (near front gate)
  - Shared food service facilities
- Waste management/recycling/pavements
- Energy Initiatives; Utility Energy Service Contracts (UESC)
- Data center/solar voltaic array EULs
- Shared waste water treatment facilities/other utilities
- Expanded community bus system
- Airport operations and maintenance
- University training of critical-need interns
- Aircraft mechanic training

*\* Many initiatives still undergoing refinement; cost reduction/revenue generated are TBD*



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# ***Roles and Responsibilities***

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## **■ SAF/IEI Facilitation Team**

- Guide the 7-step AF Community Partnership process**
- Leverage Program Management Office (PMO) and Task Force support**
- Provide admin support: invitation templates, meeting materials, worksheets, workbooks, TTX Situation Manual, Way Ahead Report**

## **■ Installation/Community Leaders**

- AF Senior Leaders are the “face” of partnership**
  - AF Senior Leaders provide empowered POC with access to Wing leadership to expedite initiative requirements**
  - Establish Leadership Committee; guide Work Groups**
  - Identify potential partners for meetings**
  - Set dates and locations for next meetings**
  - By time of TTX, consider “Charter” that outlines enduring relationship**
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## The AF Community Partnership Process is simple

- Provide a Partnership “Broker Team” when Installation and Community Leaders commit to using the AF process
- Schedule a series of 6 meetings that enable identifying potential partnership initiatives—this series of meetings helps identify potential initiatives that address mutual need and capacities
- Once initiatives are “fleshed-out” in adequate detail, bring in experts to help define the way forward—this will help drive initiative priority (see 7-step process slide)
- By time of the TTX, for each initiative, identify resource requirements, when resources are needed and who programs
- Do it! (or program for funding then do it)



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# ***Typical Way Ahead***

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- **Identify potential partners for the next meeting**
  - **Call or meet with identified partners**
  - **Pre-brief partners before next meeting**
  - **Pre-brief your staff before next meeting**
  - **Confirm attendance and send to Partnership Broker and Lead Facilitator**
- **Set date for next meeting**
- **Determine hosting location for next meeting**
- **Identify Wing POC with access to senior leaders and authority to expedite initiative requirements**



# Resources: SharePoint Collaboration Site

**Coming Soon:** All Partners Access Network (APAN)

**AirForcePartnerships.org**

The image displays two screenshots of the Air Force Community Partnership Initiative Portal. The top screenshot shows the 'Welcome to the Air Force Community Partnership Initiative Portal!' page, which includes a 'Welcome' message, a 'Visitors' section, and a 'Calendar' section. The bottom screenshot shows the 'Resources' page, which is organized into sections for 'Communication Products', 'Legal, Regulatory, Policy', 'Partnership Tools', and 'Training Resources'. The right side of the image shows a screenshot of the 'Air Force Community Partnership Initiative' page, which includes a 'Welcome' message, a 'Visitors' section, and a 'Calendar' section. The bottom right corner of the image features a blue box with white text that reads: 'Web-based, non .mil collaboration platform developed to foster information and knowledge sharing between DoD and non-DoD entities'.

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# ***Questions***



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# ***Backup Slides***





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# ***FY13 NDAA: Shared Services Language***

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- Signed by President Obama on January 3, 2013 (10 USC 2336)
- Key Provisions:
  - Secretary may enter into an intergovernmental support agreement if the Secretary determines the agreement will serve best interests of the department
  - Bases may accept payment for services – “credited to the appropriation or account charged with providing installation support”
  - Bases may not use this authority to revoke, preclude or interfere with existing or proposed mutual aid agreements relating to police or fire protection
  - Secretary concerned shall ensure that this authority is not used to circumvent the requirements of OMB Circular A-76
- Intergovernmental Support Agreements may
  - Be entered into on a sole source basis
  - Be for a term not to exceed five years
  - Use wage grades normal for state or local government providing the service (Davis-Bacon)
  - Only be used when provider already provides such services for its own use